NOTES OF THE CITY OF LEDUC

COMMITTEE-OF-THE-WHOLE MEETING

Monday, January 21, 2019

Present:	Mayor B. Young, Councillor B. Beckett, Councillor G. Finstad, Councillor B. Hamilton, Councillor L. Hansen, Councillor T. Lazowski, Councillor L. Tillack
Also Present:	M. Pieters, A/City Manager S. Davis, City Clerk

1. CALL TO ORDER

Mayor B. Young called the meeting to order at 5:03 pm.

2. APPROVAL OF AGENDA

MOVED by Councillor B. Hamilton

That the Committee approve the agenda as presented.

Motion Carried Unanimously

3. ADOPTION OF PREVIOUS NOTES

3.1 Approval of Notes of the Committee-of-the-Whole Meeting held Monday, December 10, 2018

MOVED by Councillor B. Beckett

That the notes of the Committee-of-the-Whole meeting held on Monday, December 10, 2018, be approved as presented.

Motion Carried Unanimously

4. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

5. BUSINESS ARISING FROM PRESENTATIONS

6. IN-CAMERA ITEMS

MOVED by Councillor L. Hansen

That the Committee-of-the-Whole move In-Camera at 8:13 pm pursuant to *FOIP* s. 16, 19, 23, 24 & 27 to discuss:

6.1 Intermunicipal Projects Update/Strategic Planning

Motion Carried Unanimously

MOVED by Councillor L. Hansen

That the Committee-of-the-Whole move In-Public at 8:53 pm.

Motion Carried Unanimously

7.   RISE AND REPORT FROM IN-CAMERA ITEMS

7.1   Intermunicipal Projects Update/Strategic Planning

Council members discussed a number of matters under FOIP s. 16, 19, 23, 24 & 27*.*

8.   REPORTS FROM COMMITTEE & ADMINISTRATION

8.1   Recreation Fees & Charges Strategy Update

D. Melvie, General Manager, Community and Protective Services, introduced B. Johnston, RC Strategies & PERC.

B. Johnston made a PowerPoint presentation (Attached) on Benefits Based Recreation Fees and Charges and presented the draft recommendations.

B. Johnston, D. Melvie and J. Kamlah, Director, Recreation Services, answered the Committee's questions.

8.2   Edmonton Metropolitan Region Board ("EMRB") "Road Show"

Dr. J. Abbott, Chair, Edmonton Metropolitan Region Board ("EMRB") and President & CEO NorQuest College, and K. Wichuk, CEO, EMRB, made a PowerPoint presentation (Attached).

Dr. J. Abbott, K. Wichuk, K. Woitt, Director, Planning and Development, and C. Labrecque, Manager, Long Range Planning, answered Committee's questions.

8.3   Edmonton Global

M. Bruce, CEO, Edmonton Global, made a PowerPoint presentation (Attached).

M. Bruce and H. Wilson, Manager, Economic Development, answered the Committee's questions.

8.4 Council IT Support Update

J. Graham, Chief Information Officer, made a PowerPoint presentation (Attached).

J. Graham, S. Davis, City Clerk, and I. Sasyniuk, General Manager, Corporate Services, answered Committee's questions.

9. GOVERNANCE

There were no items.

10. INFORMATION ITEMS
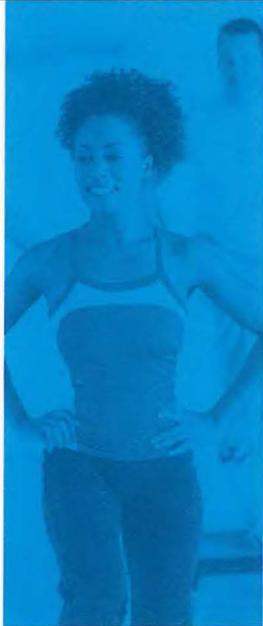
There were no information items.

11. ADJOURNMENT

The meeting adjourned at 8:54 pm.

"Original Signed"

_____

B. YOUNG, Mayor

"Original Signed"

_____

S. DAVIS, City Clerk

City of Leduc
Recreation Fees & Charges Strategy

Project Update
COW Presentation of a Draft Report

January 21, 2019

Leduc

Purpose and Process Update

Purpose of the Strategy

- To ensure a practical, transparent, consistent, and fair approach to setting fees and charges for recreation facilities, programs and services.

Process Update

Background Review and Research → Stakeholder Input → Review of Draft Strategy → Final Strategy

Leduc

Broader Policy Influence

Materials Reviewed
- City of Leduc 2019-2022 Strategic Plan
- Census Data (City of Leduc and Statistics Canada)
- A Framework for Recreation in Canada
- Canada Sport for Life
- Active Alberta
- Alberta Recreation Survey (2017)
- City of Leduc Recreation Needs Assessment
- Benefits of Recreation

Common Themes
- Affordability, Inclusion, Accessibility

Broader Policy Influence

2019-2022 STRATEGIC PLAN

City of Leduc 2019-2022 Strategic Plan

FINANCIAL RESPONSIBILITY
We are responsible for properly managing taxpayers' dollars and keeping services affordable.

TRANSPARENCY & ACCOUNTABILITY
Strong municipal leadership is open, honest and evidence-based.

A CITIZEN FOCUS
People have wisdom and ought to be engaged in the decisions that affect their lives.

DIVERSITY & INCLUSIVENESS
We respect and support diversity and inclusiveness within our community.

Stakeholder Input

Stakeholders Engaged

- City Council
- Parks, Recreation and Culture Advisory Board
- Administration and staff
- User groups: discussion sessions and survey
- Public input reviewed from the Recreation Needs Assessment conducted in 2017

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Stakeholder Input

Key Findings from User Groups

- Current fees are perceived to be fair by most groups.
- Educating groups about costs and fees can be improved.
- Stakeholders would like this strategy to ensure affordable opportunities exist for children and youth.
- A majority of groups (90%) support the Benefits Based Approach to Setting Fees & Charges as a philosophical foundation to setting user fees.

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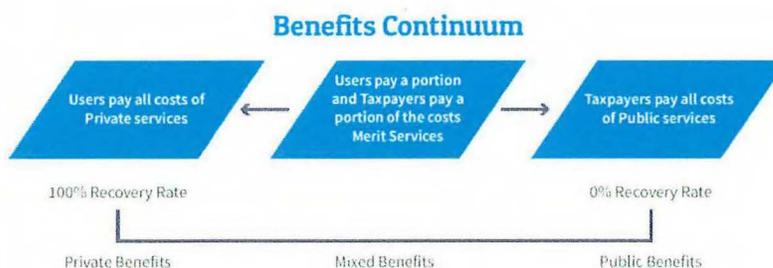RC + P E E C

Promising Practices

Examples include

- Free services in high needs communities (Toronto)
- Sponsored drop-ins to reduce or eliminate user fee as well as to increase utilization during non-prime times
- Aligning fees with CS4L standards of play
- Spreading awareness of KidSport and Jumpstart
- Free or discounted access to indoor walking track (Vernon, Kamloops)
- Investing in increasing participation of underutilized spaces (Dawson Creek)

CITY OF Leduc

RC + P L N C

Benefits Based Approach

Proposed Fees and Charges Policy

Those who benefit from a good or service should pay in proportion to the benefit they receive.

Benefits Continuum

Users pay all costs of Private services	Users pay a portion and Taxpayers pay a portion of the costs Merit Services	Taxpayers pay all costs of Public services
100% Recovery Rate		0% Recovery Rate
Private Benefits	Mixed Benefits	Public Benefits

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RC + P L N C

Demand vs Need

- The private sector is **demand driven**.
  If there is sufficient demand, which is always a function of price, the private sector will provide the service. The benefits accrue primarily to the purchaser of the service.

- The public sector is **needs driven**.
  A need is a subset of demand, but is characterized by also creating indirect benefits to non users of the service. That indirect benefit justifies and drives decisions about public subsidy.

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Benefits Matrix: Cost Recoveries

Drop-in and Program Uses

Individual Users	Drop-in	Program
Preschool (0-4 years)	0%	0%
Child & Youth (5-17 years)	50%	50%
Adults (18-59 years)	75%	75%
Seniors (60-74 years)	25%	50%
Seniors Plus (75+ years)	0%	50%
Family (1 or 2 adults and all minors)	200%	200%

Rentals

User Groups	Regular Activity	Tournament	Public Event	Fundraising Event	Private Event	Commercial Use
Minor Non-Profit Organization	50%	75%	25%	100%	100%	n/a
Adult Non-Profit Organization	75%	100%	50%	100%	100%	n/a
School Group	25%	50%	25%	100%	100%	n/a
Casual Renter	75%	100%	50%	100%	100%	n/a
For-Profit Organization	125%	100%	75%	100%	100%	200%
Non-Local Organization	100%	100%	100%	100%	100%	200%

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Recommended Approach

Three Step Application of Approach

- How much subsidy can be justified (benefits continuum)
- How much subsidy is required (by the market)
- Practical reasons for further adjustments to subsidy

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Draft Recommendation
Endorse the Benefits Based Approach

This includes the **policy, the continuum, the categories of users and uses** but stops short of endorsing the specific recovery rates.

These are to be verified through the implementation process

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Draft Recommendation
Follow the Process for Setting Fees

1. Calculate Unit Costs
2. Assign Recovery Rates
3. Calculate Initial Fees based on **justification** for subsidy
4. Adjust upwards if justified fee is not **needed**
5. Adjust further for **practical** reasons
6. Develop implementation plan if change is significant
7. Ensure a robust Safety Net

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Recommended Approach

Hypothetical Example: Adult Swimming Pool Lane Rental

- Adult non-profit organizations assigned 75% cost recovery on the benefits continuum
- A pool lane costs the City $21 per hour to operate

    Justified fee: $21 x 75% = $15.75

    Existing fee: $16.20

- Keep the existing fee until costs increase

    Recommended fee: $16.20

- Add $12.00 per hour fee for early morning load shedding

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Draft Recommendation
Initially, Phase in Changes Slowly

Because change imposes stress on a system, phase in any significant changes over three to five years

During this time period, engage and educate stakeholders in a very transparent way

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Draft Recommendation
Update Unit Costs and Fees Every 4 Years in Concert with Strategic Planning Cycle

Recalculate unit costs every four years and update fees accordingly

In between, increase fees according to CPI

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Draft Recommendation
Work With Others to Align System

Other user groups should also have policies in the safety net

Other community groups, partners and sponsors can also support this approach

Use this work to ensure transparency and to educate stakeholders

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Draft Recommendation
Shift to Hourly Rental Rates Where Possible

For field users, an hourly rental rate provides an incentive to use limited available capacity more efficiently

But, the shift doesn't necessarily increase net fees to user groups

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Draft Recommendation
Ensure a Robust Safety Net

The safety net is a system of strategies that work collectively to ensure those who cannot afford the main stream fees have access to public services

Often those that cannot afford need the service more than those that can

> 48% of residents in Leduc indicated that cost of accessing recreation services were a barrier to participation.
> Source: Recreation Needs Assessment

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Draft Recommendation
Explore Free Access to More Services

Examples include:

- Free swims or other drop-ins sponsored by a local group
- Special events
- "Try our service" days
- Free use of programs, amenities and/or services

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Draft Recommendation
And also

1. Track outcomes to fine tune the system.
2. Share success stories about the benefits.
3. Review impacts of bundling of services.

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Next Steps

- Solicit your feedback today
- Proceed to external review
- Finalize strategy in spring of 2019

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Edmonton Metropolitan Region

- 1.3 million people
- 13 municipalities
- 6 cities, 4 counties, 3 towns
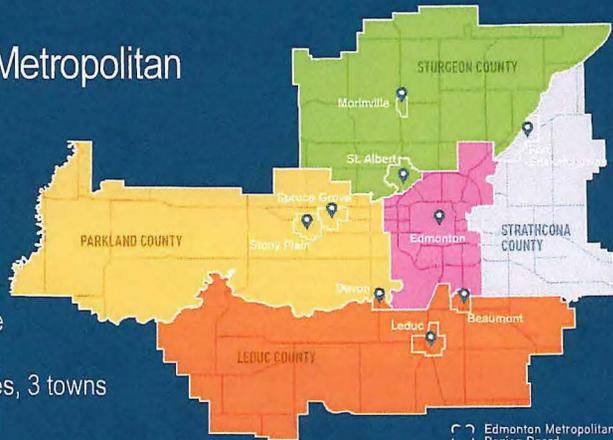
Edmonton Metropolitan Region Board

Board Members

1. Board Chair Dr. Jodi L. Abbott (non-voting)
2. Mayor William Choy, Stony Plain
3. Mayor Tanni Doblanko, Leduc County
4. Mayor Rod Frank, Strathcona County
5. Mayor Cathy Heron, St. Albert
6. Mayor Stuart Houston, Spruce Grove
7. Mayor Alanna Hnatiw, Sturgeon County
8. Mayor Don Iveson, Edmonton
9. Mayor Gale Katchur, Fort Saskatchewan
10. Mayor Ray Ralph, Devon
11. Mayor Rod Shaigec, Parkland County
12. Mayor John Stewart, Beaumont
13. Mayor Barry Turner, Morinville
14. Mayor Bob Young, Leduc
15. Provincial Rep (non-voting)

Edmonton Metropolitan Region Board

EMRB Accomplishments in 2018

- Strategic Planning—Setting Priorities for the New Term
- Revised Governance Structure
- Implementation of the Growth Plan
- Public Engagement Strategy
- Shared Investment for Shared Benefit (SISB)
- Edmonton Global Launched
- Welcomed New CEO

Edmonton Metropolitan
Region Board

Strategic Priorities

- Shared Investment for Shared Benefit
- Responsible and Sustainable Growth
- Maintaining Momentum

2018-2023 STRATEGIC PLAN
APPROVED JUNE 14, 2018

Edmonton Metropolitan
Region Board
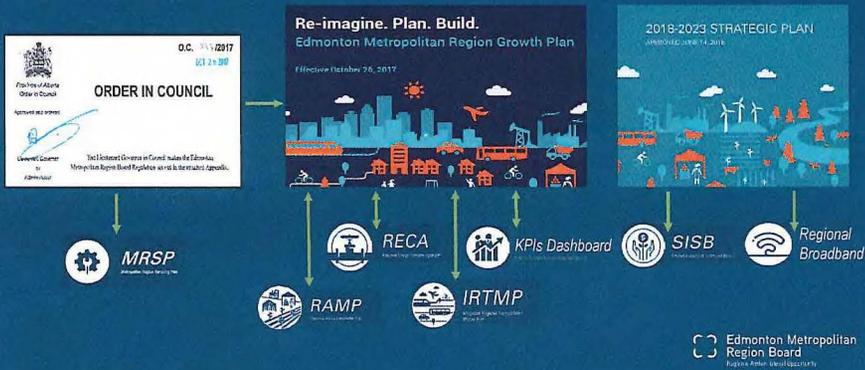
RAMP

- **Project Intent:**
  To enable the growth and prosperity of the Agriculture sector through a plan to conserve prime agricultural land, limit fragmentation and conversion, and identify strategies to enable diversification.

- **Status:**
  On Dec. 14, 2017 the Board Approved the Terms of Reference
  Environmental Scan Completed
  Targeted Project Completion – March 2020

- **Regional Return on Investment:**
  To facilitate the growth and sustainability of the second largest economic development engine in the Province.

Edmonton Metropolitan
Region Board
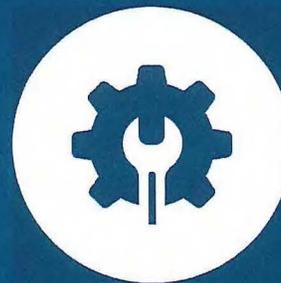
MRSP

Metropolitan Region Servicing Plan

MRSP

- **Project Intent:**
  To support the future outcomes of the Growth Plan to include Water, Wastewater, Stormwater, Solid Waste, Transportation, Transit and Emergency Fire Services.

- **Status:**
  Feb. 08, 2018 the Board Approved the Project Charter
  Environmental Scan Completed
  Final Phase Completed by 2019

- **Regional Return on Investment:**
  Increased efficiencies in areas of regional interest.

Edmonton Metropolitan
Region Board

SISB

Shared Investment for Shared Benefit

SISB

- **Project Intent:**
  Provide a framework and economic model for sharing investments and benefits for regionally significant and strategic initiatives.

- **Status:**
  Dec. 13, 2018 the Board Approved the Project Charter
  Request for Proposal will be issued in early 2019
  Task Force will include representation from all thirteen municipalities

- **Regional Return on Investment:**
  Enhance the Region's economic sustainability, competitiveness, and growth.

Edmonton Metropolitan
Region Board

RECA
Regional Energy Corridors Approach

RECA

- **Project Intent:**
  To facilitate the development of common best practices and approaches for the siting, right-of-way design, and protection of energy corridors.
  To develop a comprehensive energy corridors advocacy strategy.

- **Status:**
  Project Charter for Board Approval (Spring 2019)
  Request for Proposal will be issued following Board Approval
  This initiative will not engage a Task Force

- **Regional Return on Investment:**
  Provide advocacy and communications strategy to ensure the Region is represented in the energy corridor planning decision making process.

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Region Board
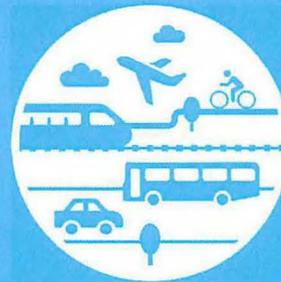
IRTMP

Integrated Regional Transportation
Master Plan

IRTMP

- **Project Intent:**
  To complete a comprehensive review based on the newly approved Edmonton Metropolitan Region Growth Plan (EMRGP) and to explore potential impacts to the Transportation Prioritization criteria.

- **Status:**
  Project Charter for Board Approval (Spring 2019)
  Final Phase Completed by April 2021

- **Regional Return on Investment:**
  To ensure effective regional mobility, recognizing the link between efficient movement of people and goods and regional prosperity.

Edmonton Metropolitan Region Board

Regional Broadband

Regional Broadband

- **Project Intent:**
  To identify regional broadband needs and future initiatives for the Board to support the outcomes of the Growth Plan including economic competitiveness and employment, complete communities, infrastructure planning and value-added agriculture.

- **Status:**
  Municipal Interviews
  Recommendations to the Board by Spring 2019

- **Regional Return on Investment:**
  Stronger advocacy through one regional voice and coordinated regional planning to enhance the Region's prosperity and quality of life.

Edmonton Metropolitan
Region Board

KPIs Dashboard

Key Performance Indicators Dashboard

KPIs Dashboard

- **Project Intent:**
  To develop, track and analyze a robust set of key performance indicators to monitor the progress of the Growth Plan.

- **Status:**
  Online KPI web dashboard developed
  All KPIs to have data and analysis by mid 2019

- **Regional Return on Investment:**
  Ensure we are achieving the goals and objectives of the Growth Plan.

Edmonton Metropolitan Region Board

Regional Transit Commission

Engagement

Let's continue the conversation!

Edmonton Metropolitan
Region Board

Thank you!

Edmonton Metropolitan Region Board
Regional Action. Global Opportunity.

Dr. Jodi L. Abbott
EMRB Chair

Karen Wichuk
EMRB CEO

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@NorQuestPrez

kwichuk@emrb.ca
@kwyeg

@yegmetro

Edmonton Metropolitan Region Board
Regional Action. Global Opportunity.

Questions?
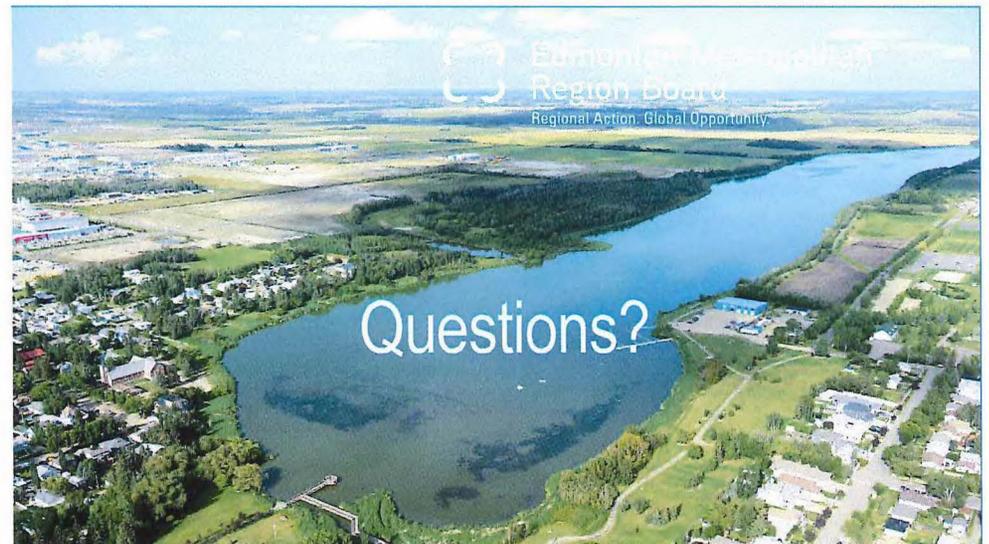
Leduc City Council: Edmonton Global Update
Monday, January 21, 2019

EDMONTON **GLOBAL**

Value Proposition

"The value of Edmonton Global lies within its mission to be the catalyst for Global Investment & Trade in the Edmonton Metro Region"

EDMONTON **GLOBAL**

Vision
The Edmonton Metropolitan Region is the business location of choice for global investment, collaboratively built on regional assets.

Mission
Together, we strengthen the Edmonton Metropolitan Region's global competitiveness, growth and innovation.

EDMONTON **GLOBAL**

Edmonton Metropolitan Region
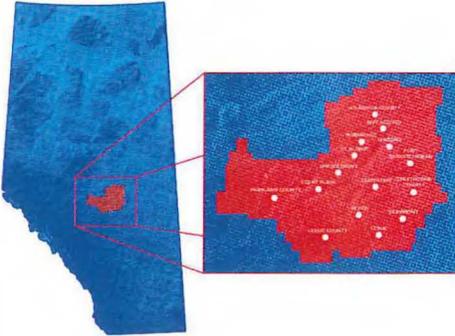
Today
- Regional Population: 1.3 Million
- Youngest, fastest growing, skilled population in Canada
- Regional GDP: Approx. $105B
- 725,000 Jobs
- 5th largest economy in Canada

Tomorrow (2044)
- Regional Population: 2.2 Million
- Youngest, fastest growing, skilled population in Canada??
- Regional GDP: ??
- 1.2 Million Jobs
- ?? largest economy in Canada

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Governance Structure

Shareholders

Professional Board of Business Leaders

Professional Management Team

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Why Edmonton Global?

- Shared Investment/Shared Benefit

- Diversification

- Reaching the full regional potential

- Global best practices

- A Unified Message

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How it happened?

- Political leadership
- It's the right time/A recognized need
- Partnership support

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How It Evolved

- **An outcome of Regional Policy**
  (Edmonton Metropolitan Region Growth Plan)

- **Examined a number of models**
  - Canadian – Montreal International; Toronto Global
    (Largely Public Funded)
  - US – Metro Denver; Kansas; Greater Minneapolis St Paul
    (Largely Business Funded)

- **Regional, Provincial & Federal Support**

  - Regional Economic Development Associations (REDA)
  - Collaborate to Compete (C2C)
  - Consider Canada City Alliance (CCCA)
  - Invest Alberta
  - Invest In Canada

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Outcomes

- Investment Readiness = Value Proposition

- Eco System Alignment & Harmonization/One Message

- Export Mindset

- Performance Measurement
  - Marco economics (External View)
  - Tactical measurements

- Wealth Growth 3-4%

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What are we doing?

Focus
- Strategy – Current & Phase II
- Measuring Performance with Scorecards
- Branding & Marketing Work

Collaboration
- Investment & Trade Leads
- Partnerships
- Tools

Innovation
- Innovation Strategy
- Organizational Structure

HOW TO SPOIL THE CHANGE STEW

OOPS, I FORGOT THE PURPOSE.

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How You Can Help

- A partner in positioning the Edmonton Metropolitan Region in you domestic and international networks as a place to do business and grow.

- Collaborate, our competition is globally focused.

- Think creativity.

EDMONTON **GLOBAL**

Thank you

www.edmontonglobal.ca

EDMONTON **GLOBAL**

Council IT Support Plan Progress Report

Committee of the Whole, 2019 January 21
Presented by: Joanne Graham, Chief Information Officer

CITY OF Leduc

Council IT Support Plan Progress Report

Recommendation		Q1	Q2	Q3	Q4	2020
1	**Service First Orientation**					
1.1	Customer service training & coaching	☑				
1.2	Designated primary support contact	☑				
1.3	Council technology on IT monthly meeting with the Mayor	☑				
2	**Orientation & Training for Councillors**					
2.1	Technology training in Council orientation				3.1	
2.2	Annual "refresher" training & ad-hoc sessions, as required				3.1	
2.3	Designated IT contacts set up technology workshops					
3	**Consider the Differing needs of Mayor & Council**					
3.1	Network access for the Mayor	☑				
	Councillors MacBook Pro network access	☑				
	iPadPro setup for remaining Councillors	☑				
4	**Expand IT Support for Council**					
4.1	Train City IT staff to support Apple	☑				
4.2	Apple devices part of IT support model for Council	☑				
4.3	IT support at start of meetings & during CoW & Council meetings	☑				
4.4	Publicize change to support & have a cache of Apple peripherals	☑				

Council IT Support Plan Progress Report

Recommendation		Q1	Q2	Q3	Q4	2020
5	Resolve Current Technical Challenges					
5.1	Calendar Synchronization					
5.1.1	Standardize on 1 email & 1 calendar application for Councillors	☑	▬	▬	▬	3.1
5.1.2	External Apple expertise to expedite issue resolution as required	☑				
5.1.3	Education to Councillors on changes that affect synchronization		▬	▬	▬	3.1
5.2	Pilot MS Office 365 with a group of Councillors		▬	▬	▬	3.1
5.3	Password Lock Out Issues					
5.3.1	Config for email/calendar synch mitigates password lock outs	☑				
5.3.2	Best practices for password synchronization & support for password changes			▨	▨	
5.4	Direct printing from desktop applications on the Councillors' devices	☑	▬	▬	▬	3.1
6	Provide Councillors with a Productivity Toolkit					
6.1	Standard productivity tools - Adobe Reader, MS Office & scanning appl	☑	▬	▬	▬	3.1
6.2	Extend the City's licensing of MS Office to Council	☑	▬	▬	▬	3.1
7	Provide Training on Social Media Guidelines					
7.1	Provide training on the City's social media guidelines	☑				
7.2	Encourage CMS for more communications about events as they occur	☑				

Council IT Support Plan Progress Report

Recommendation		Q1	Q2	Q3	Q4	2020
8	Review Council Chamber Technology					
8.1	Test AV equipment in Council Chamber prior to the start of meetings	☑				
8.2	Provide info on AV equipment to guests & receive presentations in advance	☑				
8.3	Remind Councillors & guests of how to position microphones	☑				
8.4	Undertake a study on computing and/or AV equipment in Council Chambers	☑	▬			
8.5	Develop plans & budgets to implement recommendations from AV study	☑	▬			▨
8.6	Review projection options & recommend std presentation styles & fonts		▬			
9	Manage the rollout of the new Meeting Management system					
9.1	Ensure meeting mgmt system supports basic functions before live video					
9.1.1	Implementation with Administration	☑	▬			
9.1.2	Rollout for Council	☑	▬	▬		
9.1.3	Live streaming (if approved by Council)					▨
9.2	Consider qtrly updates on effectiveness of live social media for civic events		▨			

Council IT Support Plan Progress Report

Recommendation		Q1	Q2	Q3	Q4	2020
10	Additional suggestions					
10.1	Consider upgrading the City's content management system					
10.1.1	Upgrade intranet incl. content mgmt system for internal & external sites		▓▓▓			
10.1.2	Minor enhancements to Leduc.ca		▓▓▓			
10.1.3	Upgrade to Leduc.ca including new content management system					▓
10.2	Upgrade teleconferencing technologies in the Civic Centre	☑ ▓▓▓				
10.3	Evaluate video-conferencing technology in smaller conference rooms		▓▓▓			
10.4	Create a shared contact list for Councillors & staff		▓▓▓			

Questions?

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